

**Minutes**  
**DCMC Training Executive Steering Group**  
**April 6, 1999**

**Attendees:**

(See Attachment 1)

**Meeting Objectives:**

- Review status of the QA Certification PAT. Decide on Command-wide adoption of revised DCMC Training Matrix format developed by the QA Certification PAT.
- Discuss the roles of lead agents, SFAs, and process owners in the training management process.

**Discussion:**

1. **Introduction** (Ms. Marialane Schultz) - Ms. Schultz, Chair of the Steering Group, welcomed members to the meeting. She extended a special welcome to our District members joining us via conference call. The Deputy Directors of Planning and Resource Management (–M) and Operations (–O) will represent each District. To minimize travel costs Districts East and West will participate via conference calls and video teleconferencing as much as possible. Ms. Schultz also informed the Steering Group that the charter was sent to General Malishenko for approval, after which DCMC-BG will post the charter and last month's meeting minutes on the DCMC Home Page (Note: Charter was approved by Commander on 4/8/99).  
1.1. **Actions:** Executive Secretary to send copy of charter to the Districts.
2. **Action Item Review:** See Attachment 2 for status.
3. **QA Certification Status PAT/Training Matrices Structure and Process** (Ms. Adams, Ms. Studer, Mr. Herlihy) -- ***Decision briefing on whether or not to adopt the training matrix format developed by the Quality Certification Process Action Team for Command-wide use.***
  - Ms. Adams and Ms. Studer provided background on the QA PAT efforts and walked the Steering Group through a sample training matrix developed for the Earned Value Management process. Mr. Herlihy and other DCMC-BG members contributed information relative to the use of the training matrices in the training management process.
  - DCMC's Quality Certification Program was developed in the 1980s; however the corresponding guidance, DLAM 8220.4 is outdated, and the extensive use of formal training courses is expensive to develop and maintain.
  - In 1995, DCMC's Workforce Team developed training matrices that use tasks or competencies to identify training requirements for certain skills. While the matrices provided a good starting point, gaps existed between those matrices and the DLAM 8220.4.
  - In April 1998, the QA PAT and DCMC-BG began updating the training matrix format to use for re-structuring the Quality Certification Program:

- The revised format includes a process flow chart, and applicable KSA's needed to maintain competency to perform the process. Each KSA is linked to a variety of training delivery methods to facilitate efficient and cost effective delivery and deployment, particularly in areas other than formal classroom (such as on-the-job training, where retainment of learning is higher than classroom).
- Earlier matrices developed for EVMS, Safety, Engineering, and Software were tested by the Certification PAT to determine applicability in other areas.
- If adopted Command-wide, the training matrices will:
  - Feed into the Training Management Process, particularly in development of IDPs, competency assessment, and needs assessment.
  - Replace existing policy documents – every One Book chapter would have associated training matrices included in Section 6 of the chapter. (DCMC-BG would be responsible for coordinating the chapter laying out the process).
  - Help CAOs do better gap analyses, which in turn enables the Districts to do a better job in validating/rolling up overall training requirements.

#### 3.1. Decision:

- The Steering Group agreed to adopt the QA PAT's training matrix format for use Command-wide. Action items will be established for Command-wide transition to the training matrix format and associated process.

#### 4. **Training Execution Status:** This will become a regular agenda item. Purpose is to provide snapshot of training delivered against the plan to determine where adjustments/corrections should be made to keep DCMC on target with the plan and avoid underexecution. Ms. Sharon Tillman, DCMC-BG, provided an update on the current training execution status. Projections for the year are based on 1<sup>st</sup> quarter actuals:

- Very little training executed during the 1<sup>st</sup> quarter (due to holidays, official FY99 allocations received in November).
  - Second quarter actuals expected to be higher.
  - Overall, DCMC is currently underexecuting:
    - DCMC HQ: no variance between allocated and planned. (Possible explanation is incorrect inclusion of SPS in 1<sup>st</sup> quarter – not part of the allocation).
    - DCMDE: 1<sup>st</sup> quarter underexecution (\$122,100), but projections look good for the plan.
    - DCMDW: Based on 1<sup>st</sup> quarter actuals, will under execute. Large variance between allocated and planned: \$1.2M. Need DCMDW's revised execution plan.
    - DCMDI: Based on 1<sup>st</sup> quarter actuals, may underexecute. Variance between allocated and planned: \$202,947. DCMDI is making adjustments to the plan.
- #### 4.1. Actions: DCMDW-MJ (K. Burlingame) to provide Ms. Tillman with revised execution plan.

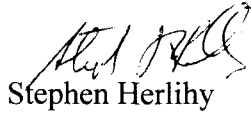
5. **Lead Agent Policy:** Last month's meeting resulted in two action items related to lead agents: (1) a request for a list of lead agent delegations; and (2) a lay-out of the training-related responsibilities of lead agents, Senior Functional Advisors (SFAs), and process owners in order to identify overlaps/gaps in existing guidance. DCMC-BG provided attendees with their most current listing of lead agent delegations and led the discussion on lead agent policy:
- DCMC Policy Memorandum No. 96-84 established process for assigning lead agents to execute DCMC command-wide issues. The policy was developed because HQ did not have expertise in-house. The policy resulted in lead agent delegations for training-specific duties, but also for program management (such as in the development of automated systems).
  - Since the establishment of SFAs, the policy has not been reviewed to determine if there are areas with possible overlaps/gaps related to responsibilities of SFAs, process owners, and lead agents, particularly in training management. It is unclear if DCMC has multiple people performing similar types of activity without overlap or redundancy within the training management process. And if so, how do we correct this or streamline the process?
  - DCMC-O suggested that the lead agent policy be re-visited from a process view versus merely a listing of duties -- i.e., look at the training management process to see where lead agents, SFAs, and process owners interact, when and if responsibilities align or overlap, and who does what and when it is, or should be, done (track back to appropriate parts of the training management process).
- 5.1. **Actions:** DCMC-BG will establish a Process Action Team (with representation from –B, -O, -P, and –AC) to re-examine the current Lead Agent policy in the context of the training management process, and, if needed, revise current policy for publication in the One Book.
6. **Training Management Process:** The Steering Group discussed the Training Management Process flow chart developed by –O and –B.
- Flow chart is an outgrowth of the QA Certification PAT to assist in determining where the training matrices fit into the training management process.
  - The training management process flow chart needs to map training activities to the business planning cycle.
  - Benefit: Better positions DCMC for activity-based management by helping to see where costs are.
- 6.1. **Actions:**
- DCMC-BG to lead Steering Group in continuing to work on training management process flow chart.
  - DCMC-BG to develop outline for DCMC's Workforce Development Plan, discuss at next meeting.

**Summary:**

Ms. Schultz thanked the members for their attendance and support. She also asked members to send agenda item suggestions to the Executive Secretary. The Executive Secretary will send the minutes for comment to all members. The group will review the minutes, and all comments will be incorporated into the final revised copy by the Executive Secretary prior to having them posted to the DCMC Home Page.

**Next Meeting:** Friday, May 14, 1999, 10:00 – 12:00 p.m. eastern time, DCMC's VTC Center.

***Minutes Confirmed:***

A handwritten signature in black ink, appearing to read 'Stephen Herlihy', is written over the printed name.

Stephen Herlihy

for

MARIALANE SCHULTZ

Chairperson, Training Executive Steering Group

## **Attachment 1**

### **DCMC TRAINING EXECUTIVE STEERING GROUP MEETING**

#### **ATTENDEES**

April 6, 1999

Ms. Marialane Schultz	DCMC-B (Deputy Director)
Mr. Robert Schmitt	DCMC-O (Deputy Director)
COL Sydney Hill	DCMC-AC (Deputy, CIO)
LtCol Robert Burdsal	DCMC-PA
Mr. John Pasquale	DCMDI-M
Ms. Becci Murtha	DCMDI-O
Ms. Donna McKalip	DCMC-AC
Ms. Kathy Zalonis	DCMC-OC
Ms. Ella Studer	DCMC-OB
Ms. Lisa LeGrand	DCMC-BA
Mr. Steve Herlihy	DCMC-BG
Mr. Willie Foreman	DCMC-BG
Ms. Donna Butler	DCMC-BG
Ms. Ann Deitz	DCMC-BG
Ms. Sharon Tillman	DCMC-BG

#### **Via Conference Call:**

Ms. Janet Rose	DCMDE-MM (Deputy Director)
Mr. Gary Antaya	DCMDE-OB
Mr. Ed Giagrande	DCMDE-OO
Ms. C.C. Coleman	DCMDW-M (Deputy Director)
LtCol Mark Olson	DCMDW-O (Deputy Director)
Ms. Dee Dee Adams	DCMC-OB

## Attachment 2

### **TRAINING EXECUTIVE STEERING GROUP ACTION ITEM LIST (as of 4/6/99)**

<b>ACTION ITEM NO.</b>	<b>DESCRIPTION</b>	<b>OPR</b>	<b>ECD</b>	<b>STATUS</b>
<b>DATE: 3/2/99</b>				
99-001	Invite D. Davy, DSMC CLR, to brief at April meeting on DSMCs quota management process	DCMC-BG D. Butler	3/12/99	Closed. Invited to brief at May meeting. Unavailable for 2 months due to jury duty.
99-002	Lay out training-related responsibilities of Lead Agents, SFAs & process owners in order to identify overlaps/conflicts in existing guidance.	DCMC-BG S. Herlihy	3/30/99	Closed. Discussion at April meeting led to Action Item 99-013.
99-003	Invite Dee Dee Adams, Quality SFA, to brief on status of Certification PAT.	DCMC-O R. Schmitt	3/12/99	Closed. Briefed at April meeting.
99-004	Contact District Deputy Commanders & Col. O'Lear concerning representation on Steering Group.	DCMC-B1 M. Schultz	3/5/99	Closed.
99-005	Revise charter. Send to group for final endorsement, then to General Malishenko for approval.	DCMC-BG D. Butler	3/19/99	Closed. Approved 4/8/99.
99-006	Brief Union on Training Plan and Executive Steering Group activities.	DCMC-BG S. Herlihy	3/30/99	Open. DCMC-BG to meet w/Mr. Brunk prior to scheduling meeting.
99-007	Expand training planning cycle chart to include yearly budget execution activities.	DCMC-BG S. Herlihy	3/5/99 extended to 4/9/99.	Open. S. Herlihy will obtain and send out via e-mail to Group members.
99-008	Provide group members w/list of DCMC-owned courses, POCs and Lead Agents.	DCMC-BG S. Herlihy	4/1/99	Closed. Provided at April meeting.
99-009	Provide candidates for MLDP project to D. Butler	ALL	3/30/99 extended to 4/23/99	Open. Only 1 submittal thus far, from MLDP Project Manager. Executive Secretary will re-send request for MLDP project candidates.
99-010	(a) Set time/place for next meeting. (b) Coordinate meeting minutes and post on web.	DCMC-BG D. Butler	3/12/99	(a) Closed.
<b>New Actions – DATE: 4/6/99</b>				
99-011	Executive Secretary to send copy of charter to the Districts.	DCMC-BG D. Butler	4/9/99	
99-012	DCMDW to provide to Ms. Tillman, by end of week, date they will submit revised execution plan.	DCMDW-MJ	4/9/99	
99-013	Establish PAT to re-look current Lead Agent policy in context of the training management process.	DCMC-BG S. Herlihy	4/30/99	

**TRAINING EXECUTIVE STEERING GROUP  
ACTION ITEM LIST**

<b>ACTION ITEM NO.</b>	<b>DESCRIPTION</b>	<b>OPR</b>	<b>ECD</b>	<b>STATUS</b>
99-014	DCMC-BG lead Steering Group in continuing to work on process flow chart.	DCMC-BG S. Herlihy	On-going.	
99-015	DCMC-BG to develop outline for DCMC's Workforce Development Plan, discuss at next meeting.	DCMC-BG S. Herlihy	5/14/99	